

Approved For Release 2003/05/08 : CIA-RDP86B00269R000100060004-0

**COMPARATIVE SUMMARY OF RECOMMENDATIONS**  
**HOOVER (CLARK) COMMISSION - DOOLITTLE STUDY GROUP**

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HOOVER (CLARK) COMMISSION  
RECOMMENDATIONS

CIA COMMENTS

ACTION TAKEN

I. Recommendations With Respect to CIA Organization and Administration

A. With respect to DD/P area:

1. That the Covert Intelligence and "cold war" functions of DD/P be assigned to separate Deputy Directors, whose areas of responsibility shall be administratively and logistically self-supporting.

2. That the part of Agency Directive of 15 July 1963 appointing area division chiefs as executives of the DCI and providing for direct dealing with him and "Senior Representatives" be rescinded.

3. That "cold war" operating deputy director, be designated as DCI representative on OCB to free DCI for Agency intelligence functions.

B. With respect to Agency as a whole:

1. That remainder of Agency be reorganized with DCI, DDCI, an Executive Director, a general secretary, necessary staff sections and offices of administrative and logistic services and an operating DD/I with seven offices thereunder as follows:

Office of Basic Intelligence  
(BID/ORR)  
Office of Reference & Liaison  
(OCD)

A. With respect to Agency organization intensive study should be made to streamline and clarify functions and authority and increase efficiency and effectiveness by:

1. Simplification of elaborate staff structure of the DD/P.

2. Broadening OCB activities to provide DCI with adequate support on the more important covert projects.

2. Suggest OCB support be improved by establishment of special OCB working groups.

1. Study of Clandestine Services Organization now in progress.

2. -----

DOOLITTLE STUDY GROUP  
RECOMMENDATIONS

CIA COMMENTS

ACTION TAKEN

MOOVER (CLARK) COMMISSION  
RECOMMENDATIONS

Office of Collection (OO)  
Office of Scientific Research (OSI)  
Office of Economic and Geographic  
Research (OER)  
Office of Current Intelligence (OCI)  
Office of National Estimates (ONE)

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3. Location, organization and admin-  
istration of covert organization so as to  
maintain maximum security with reference  
to personnel and activities.

3. -----

3. Study of this sub-  
ject now in progress.

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4. Assigning to Inspector General  
authority and responsibility for Agency-  
wide investigations.

4. -----

4. Now in effect.

-----

5. Increasing CIA capacity to meet  
National commitments despite personnel  
and fiscal reductions.

5. -----

5. Periodic review  
of this subject be included  
in semi-annual report to  
NSC.

2. That DCI re-establish Office of  
Executive Director.

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3. That a comprehensive internal  
management survey of Agency be con-  
ducted by CIA following recommended  
reorganization.

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4. That Congress be requested to  
appropriate funds to construct adequate  
CIA housing facilities in or near Wash-  
ington.

6. Provision of centralized accom-  
modations for Agency.

6. -----

6. Action in prog-  
ress to provide building  
for CIA in or near Wash-  
ington.

**HOOVER (CLARK) COMMISSION  
RECOMMENDATIONS**

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**DOOLITTLE STUDY GROUP  
RECOMMENDATIONS**

**CIA COMMENTS**

**ACTION TAKEN**

**II. Recommendations With Respect to CIA Personnel**

A. That status of three major operating Deputy Directors be changed from GS (GS-18) to Public Law Presidential appointee at \$18,000 per annum.

B. That Executive Pay Bill of 1949 be amended to increase salary of DCI and DDCI to \$30,000 and \$17,000 respectively; and to authorize appointment of Executive Director at annual salary of \$16,000.

C. That CIA Act of 1949 be amended to authorize employment of "any (15 now authorized) retired officers or warrant officers of armed services; and to authorize CIA personnel dependent medical benefits and leave accumulations equivalent to FS members.

D. That the program for training of specialists in covert intelligence collection and for the development of linguists be intensified.

A. Raise Agency personnel competence level by:

1. Elimination of mediocre personnel.

2. Continued improvement of present excellent training facilities and establishment of 10% covert training quota.

1. Concur

2. Concur with emphasis on training but 10% quota too high in view operational commitments.

1. Establishment of Employment Review Board.

2. Five new covert training courses in last year and 5% covert training quota new in effect.

HOOVER (CLARE) COMMISSION  
RECOMMENDATIONS

RECOMMENDATIONS

CIA COMMENTS

ACTION TAKEN

3. Improvement in recruitment plans and procedures.

3. Concur and increasing emphasis now being given recruitment techniques.

3. Establishment personnel consultant program and addition operational personnel to recruitment teams.

4. Assignment of only qualified specialists to covert stations abroad.

4. Difficult to fulfill while maintaining training quota and staffing new projects.

4. -----

5. Maintaining the position of DCI above political consideration in order to assure tenure and continuity as in the FBI.

5. DCI has maintained completely non-political approach to Agency problems. Relations with Congress are bipartisan.

5. -----

III. Recommendations With Respect to CIA Authority, Policy, Coordination and Operations

A. Insure central coordination of peacetime covert operations and improve CIA covert capabilities by:

A. That the proposed annual PW budget and allocations be submitted for NSC approval and subsequent changes presented by DCI to the Planning Coordination Group of the OCB.

B. That the NSC interpret provisions of paragraph 4b, NSC 5412/1 as it affects the intelligence community.

1. Implementation of NSC 5412 making CIA the coordinating Agency pending a national emergency.

1. -----

1. Now in process.

GOOVER (CLARK) COMMISSION  
RECOMMENDATIONS

CIA COMMENTS

ACTION TAKEN

C. That all NSC, IAC, and DCI intelligence directives be reviewed by IAC to establish clearer areas of responsibility and to facilitate allocation of tasks commensurate with capabilities and responsibilities.

2. NSC resolution of misunderstanding between CIA and Armed Services with respect to agreed activities; and development of greater interchange between Services and CIA on programs and policies.

2. -----

2. Many of these difficulties covered in CIA/Service agreement DOD 5/L

25X1

E. That Scientific Estimates Committee be abolished and there be established under IAC, a Scientific Intelligence Committee with appropriate sub-committees to insure community-wide coordination.

25X1

F. That espionage and counterespionage program be intensified. 25X1

3. Considerable progress achieved. Most cases now handled as a matter of routine.

3. -----

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22

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**DOOLITTLE STUDY GROUP  
RECOMMENDATIONS**

**HOOVER (CLARK) COMMISSION  
RECOMMENDATIONS**

**CIA COMMENTS**

**ACTION TAKEN**

5. Improvement in coordination with State on covert matters.

5. Efforts being made to extend excellent Secretary-DCI relationships to subordinate levels by program of education on CIA activities and problems.

5. -----

6. Recommendation as to need for better planning sustained by I. G. report this subject.

6. -----

7. Creation of long-range planning system.

7. -----

7. CS long-range planning framework now completed by PPC/DD/P and being implemented.

8. Preparation of CIA War Plans

8. -----

8. Designation of Senior CIA War Planners and current implementation of approved CIA War Plans.

**IV. Recommendations With Respect to CIA Security**

A. Increase the over-all security of the Agency by:

[Redacted]

2. Completion full investigation and polygraph for all Agency employees with recheck when appropriate.

1. Concur in principle with exception to fulfill clerical needs.

2. All staff personnel processed and rechecked when appropriate. Only seven (7) have not received polygraph interview.

1. New and improved standardized system put into effect.

2. -----

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**DOOLITTLE STUDY GROUP  
 RECOMMENDATIONS**

**JOOVER (CLARK) COMMISSION  
 RECOMMENDATIONS**

**CIA COMMENTS**

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-----	3. Improvement security procedures in Hdqs. and in field with coordination covert CE and CI of Security Office.	3. Concur. Continuing emphasis.	3. Creation of CI Staff on 20 December 1954.
-----	4. Improvement of initial security indoctrination and imposition of severe penalties for violation.	4. Concur	4. Revision of initial indoctrination lecture effected, and new penalty regulations have been issued.
-----	5. Establishment of overseas reporting system on security matters including periodic inspections of overseas missions and Hdqs. elements.	5. Concur	5. New uniform periodic reporting system in effect and inspections to be instituted as routine practice.
-----	6. Adherence to "need to know" principle and avoidance of over-classification.	6. Concur. Safeguards in effect.	6. Appointment of CIA classification officer.
-----	7. Premulgation of cover doctrine and procedures.	7. Concur.	7. Consolidation of central Cover Unit in DD/E.
-----	8. Insuring security briefing of proprietary officials and assignment of security officers at larger proprietaries.	8. Concur. Procedures in effect to establish security safeguards.	8. Assignment effected in larger proprietaries.
-----	9. Formulation of overseas emergency evacuation plans.	9. Concur	9. Preparation of such plans is established requirement.
-----	10. Concentration of CIA Hdqs. in fewer buildings.	10. Concur	10. Active steps now being taken to secure one CIA Hdqs. building.



HOOVER (CLARK) COMMISSION  
RECOMMENDATIONS

DOUGLAS STUDY GROUP  
RECOMMENDATIONS

CIA COMMENTS

ACTION TAKEN

V. Recommendations with Respect to Fiscal and Budgetary Procedures

A. That submission of budgets to PRC by the area division chiefs be discontinued and budget for each covert component be prepared under supervision of its chief and submitted for the component to the PRC.

B. That the number of auditors of the regular CIA Audit Staff be increased materially.

A. That, although activities should be expanded, costs should be reduced by:

1. Exercise of better control over covert projects with all (except sensitive) reviewed by PRC.

2. Providing Comptroller with sufficient information on covert projects to facilitate fiscal year accounting. Place FI projects on fiscal year basis.

1. Present procedures re operational program and PP/PAC and FI project approval provide close controls.

2. Information now provided Comptroller satisfies requirement of recommendation.

1. -----

2. FI projects placed on fiscal year basis.

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SUMMARY OF HOUSE (COMMITTEE) COMMISSION RECOMMENDATIONS

U. S. INTELLIGENCE COMMUNITY

RECOMMENDATION

CIA COMMENT

ACTION TAKEN

I. Congressional Review of Intelligence Activities

A. That a small, permanent bipartisan commission, composed of members of both houses of Congress and other public-spirited citizens be established by Act of Congress to examine U. S. intelligence activities periodically and report on its findings and recommendations to the Congress and to the President.

II. Atomic Energy Intelligence

A. That CIA devote special attention to the production of atomic energy intelligence.

B. That AEC's intelligence responsibility be defined by NSC directive.

C. That AEC define responsibilities and functions of its Division of Intelligence.

D. That JAEIC member agencies assign best qualified individuals to committee on a long-term basis to insure continuity.

E. That atomic energy portion of NIE's be reviewed to emphasize development of increased capabilities to obtain intelligence on Soviet war time use and that NIE's reflect full extent of available knowledge.

### RECOMMENDATION

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SECRET

ACTION TAKEN

#### III. Intelligence Coordination

- A. That intelligence community recognize the Soviet Union as a primary target and take concerted action to break this vital intelligence block.
- B. That the IAC act to develop new intelligence collection/production techniques and insure exchange of resulting information.
- C. That positive measures be taken to increase quantity and improve quality of intelligence, with emphasis on the target area, to include revision of existing directives assigning collection/production responsibilities.
- D. That Department of State's programs for expansion and integration of the Foreign Service and acceleration of language and area training be pursued vigorously.
- E. That an agreed glossary of intelligence terms be produced and reviewed periodically.
- F. That the IAC consider the adoption of a single library index system based on CIA's Intelligence Subject Code now in use.
- G. That senior military commanders in the field be given greater flexibility in their use of information on a "need to know" or "eyes only" basis, with due regard to protection of the source.

#### IV. Security

- A. That intelligence employees be removed from employment pending final determination of cases when sufficient doubt raised during the conduct of an investigation. Findings and disposition

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RECOMMENDATION

CIA COMMENT

ACTION TAKEN

of those cases reported as still in process at conclusion of survey should be reported to the President.

B. That all agencies recheck security status of intelligence employees at periodic intervals not to exceed five years.

C. That Department of the Navy give due consideration to need for additional competent and trained CI personnel in order to provide adequate security of its personnel and facilities.

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